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## AN INVESTIGATION ON CREATIVITY PERFORMANCE IN THE CONTEXT OF LEADERSHIP STYLES AND INDIVIDUAL ENTREPRENEURSHIP

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### ABSTRACT

*Entrepreneurs are similar to leaders in terms of individual characteristics. At the same time, entrepreneurs who have high creative performance are considered as successful. This study aims to determine the impact of leadership styles (LS); democratic, managerial, and charismatic leadership on individual entrepreneurship perception's (IEP) dimensions; planning, self-confidence, communication, motivation, and self-discipline, and impact of IEP's dimensions on creativity performance (CP). In this empirical study, the data were collected from 286 entrepreneurs in Turkey. Data were analyzed using SmartPLS software and presented in tables. Internal consistency, composite reliability and convergent validity analyses results are sufficient. The findings showed that most of the LS's dimensions have positive and significant impact on IEP's dimensions. However, LS-Managerial hasn't got a significant impact on Self-discipline dimension of IEP. LS's all dimensions, except Charismatic, also have impact on CP. The other hand IEP's dimensions have positive and significant impact on CP except Self-discipline.*

**Keywords:** Leadership Styles, Individual Entrepreneurship, Creative Performance

**JEL Codes:** M12, M21, O31

## LİDERLİK TARZLARI VE BİREYSEL GİRİŞİMCİLİK BAĞLAMINDA YARATICILIK PERFORMANSI ÜZERİNE BİR ARAŞTIRMA

### ÖZ

*Girişimciler bireysel özellikler bakımından liderlere benzerler. Aynı zamanda, yaratıcı performansı yüksek girişimciler başarılı olarak kabul edilir. Bu çalışma liderlik tarzları (LT); demokratik, yönetsel ve karizmatik liderliğin bireysel girişimcilik algısının (BGA) boyutları; planlama, özgüven, iletişim, motivasyon ve öz disiplin üzerindeki etkisini ve BGP'nin boyutlarının da yaratıcılık performansı (YP) üzerindeki etkisini belirlemeyi amaçlamaktadır. Bu alan çalışmasında, Türkiye'de faaliyette bulunan 286 girişimciden veri toplanmıştır. SmartPLS yazılımı kullanılarak analiz edilen veriler tablolar halinde gösterilmiştir. İç tutarlılık, bileşik güvenilirlik ve yakınsak geçerlilik analiz sonuçları yeterli düzeydedir. Bulgular, LT'nin boyutlarının çoğunun BGP'nin boyutları üzerinde olumlu ve anlamlı bir etkisi olduğunu göstermiştir. Ancak, Yönetsel Liderliğin, BGA'nın Öz disiplin boyutu üzerinde anlamlı bir etkisi bulunmamıştır. Karizmatik liderlik hariç LT'nin tüm boyutlarının YP üzerinde olumlu ve anlamlı etkisi bulunmuştur. Diğer yandan, BGA'nın boyutlarının, Öz disiplin dışında, YP üzerinde olumlu ve anlamlı bir etkisi vardır.*

**Anahtar Kelimeler:** Liderlik Tarzları, Bireysel Girişimcilik Algısı, Yaratıcılık Performansı

**JEL Kodları:** M12, M21, O31

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## **1. INTRODUCTION**

Nowadays, an increasingly entrepreneurial economy (Drucker, 1984) and in the competitive business world that is growing with the influence of globalization requires new styles of leadership for successful entrepreneurship (Gupta, MacMillan, & Surie, 2004) and high creativity performance. The appropriate leadership type provides important contributions to the organizational goals by increasing the creative performance in solving the problems of the organization (Chen, 2007; Swiercz & Lydon, 2002) as well as for the entrepreneurship (Pihie, 2014, p. 1). In this research, LS are considered as democratic, managerial and charismatic leadership. Also, individual entrepreneurship perception was examined in five dimensions such as planning, self-confidence, communication, motivation, and self-discipline.

Democratic leadership is defined as “behavior that influences people in a manner consistent with and/or conducive to basic democratic principles and processes, such as self-determination, inclusiveness, equal participation, and deliberation.” (Gastil, 1994, p. 956). Democratic leadership contributes to improve employees' skills and motivation (Bhatti et al., 2012, p. 193). The leader influences members of the organization by using LS to conduct the activities necessary for the organization (Tannenbaum & Schmidt, 1973: 163; Lewin & Lippitt, 1938: 293-294). Managerial leadership states a tendency of the leader for carrying out the work in accordance with previously planned procedures, adopting traditional ways of working and keeping full control of authority (Aykan, 2004, p. 219). Managerial leadership stems from the manager's experience and leadership skills, as well as the ability to appropriately use his or her authority that is obtained from his position (Macarie, 2017, p. 48). Charismatic leadership is defined as “a perception that a leader possesses a divinely inspired gift and is somehow unique and larger than life” (Yukl, 1989, p. 269; Weber, 1947). Charismatic leaders are known as effective leaders who encourage their employees to achieve extraordinary performance and can build trust, belief and faith on them (Aykan, 2004, p. 219). Employee skills while contributing to creativity, motivation is an important element of entrepreneurship. This situation is seen in the same way in the public arena (Terry, 1998). According to Hagedoorn (1996, p. 884), there is a relationship between innovation, creativity and entrepreneurship.

Entrepreneurship is defined as “the scholarly examination of how, by whom, and with what effects opportunities to create future goods and services are discovered, evaluated, and exploited” (Shane & Venkataraman, 2000, p. 218). Small enterprises that arise through the ability of individual entrepreneurs to capture opportunities in the market often reflect the wishes and intentions of individual entrepreneurs with their practices (Yan & Yan, 2016, p. 4).

Individual entrepreneurs play an important role in the encouragement for entrepreneurship of others in the industry, but they need to be innovative and creative. In their study (Ryan, Mottiar, & Quinn, 2012, p. 128; Komppula, 2014, p. 361) conducted in a tourism market, it was determined that the effect of the individual entrepreneurs continued to affect the development for a long time after they left.

Creativity performance is defined as “high level of capability in an idea or solution applied to solve a problem in an imaginative way resulting in effective action” (Torres-Coronas, 2008, p. 572). Autonomy and freedom, challenge, openness, diversity/tension, support for creative ideas, trust, participative safety (Torres-Coronas, 2008), flexibility, fluency and originality (De Dreu, Baas, & Nijstad, 2012) must be provided for the development of creative performance in organizations. As the critical role of creativity in the workplace, organizational survival and competence has been recognized, researchers have investigated the impact of leadership on the creative performance of organizations (Cai, Lysova, Khapova, & Bossink, 2019). Creativity is also the keystone of successful entrepreneurship and sustainable competitiveness.

As the results of previous research will be explained in the hypothesis development section, this section is not included in order to avoid repetition. Previous studies have not investigated the relationship between leadership styles, individual entrepreneurship perception and creative performance. The aim of this article is to make contribution to the literature on creativity performance by examining whether there is impact of LS and individual entrepreneurship of entrepreneurs. In this study, theoretical background of study dimensions will be described in a nutshell, hypotheses will be tested and findings will be summarized, also consisting and controversial previous researches will be identified. Implications for the improvement of creativity performance will be explained throughout the review rather than in a discrete part.

## **2. HYPOTHESIS DEVELOPMENT**

Previous studies and their results will be examined in this section which the hypotheses to be tested within the scope of the research.

### **2.1. Leadership Styles and Dimensions of Individual Entrepreneurship Perception**

According to Williams & McGuire (2010), leadership and entrepreneurship emerge in the cultural ecology. Therefore, to improve entrepreneurial activity, informal structures have to be understood well. Leadership and entrepreneurship are closely related (Vecchio, 2003).

Democratic leadership, managerial leadership and characteristic leadership are considered as LS to examine in this study.

Democratic leadership refers to participation, discussion and decision-making with members of the organization promoted by the leader (Choi, 2007, p. 245). As the basic principle of democratic leadership (Luthar, 1996), participation plays a key role for increasing the employee productivity (Denhardt & Denhardt, 2003; Hackman & Johnson, 1996). Anderson (1959) argued that democratic leadership enhances the morale and employee satisfaction. According to Knoping and Moerer (2008, p. 146) collaborative leadership, similar to democratic leadership, supports individual entrepreneurship. In their study, Fiaz et al. (2017, p. 143), concluded that there is a positive relationship between democratic leadership and employees' motivation.

Managerial leadership is stated as determining organizational goals, doing analysis, setting achievable priorities in all departments and organizational performance (Tandoh & Ebe-Arthur, 2018, p. 22). Managerial leadership has impact on organizational performance and outcomes (Macarie, 2017, p. 47). Darling et al. (2007) in their research showed that there is a relationship between operational perfection in entrepreneurship and the constant innovation and managerial leadership. Entrepreneurs who are running enterprises function as the leader of their business and this function requires particular leadership abilities to give a start, develop, and sustain a successful business (Amer, 2017, p. 1). Managerial leadership and communication are so close to each other that Drucker (1986, p. 37) claims that managerial leadership can be seen as communication.

Charismatic leaders have personal traits such as communication (Allafchi, 2017, p. 168), vision, trust, impression management, and delegation of authority (Bell, 2013, p. 83). Charismatic leadership improves the self-esteem and confidence of followers in order to develop their capabilities to meet the organizational expectations (Yukl, 1989; Eden, 1990; Del Baldo, 2018, p. 322). Charismatic leadership at the same time enhances employee satisfaction and motivation. Abbasiyannejad et al. (2015) defined the charismatic leadership as “*situations whereby a leader exerts great influence over his/her followers through his/her exemplary traits, behaviors and abilities.*” Charismatic leader has the strong effect to persuade individuals to devote themselves for aim (Abbasiyannejad et al., 2015). Conger and Kanungo (1988) argued that charismatic leadership puts forward a strategic innovative vision. In their study, van Hemmen et al. (2013, p. 62) surveyed in 41 countries, and determined that charismatic leadership has a significant and positive impact on the entrepreneurs. In this study, the sub-

dimensions of individual entrepreneurship perception (planning, self-confidence, communication, motivation, and self-discipline) were not taken into consideration in literature as specific, they were assessed overall. However, when analyzing, the sub-dimensions were specifically considered and hypotheses were created accordingly. Based on the above literature, the following hypotheses were developed.

H1 (abcde): Democratic leadership has a significant and positive impact on the dimensions of individual entrepreneurship perception; planning (H1a), self-confidence (H1b), communication (H1c), motivation (H1d), and self-discipline (H1e).

H2 (abcde): Managerial leadership has a significant and positive impact on the dimensions of individual entrepreneurship perception; planning (H2a), self-confidence (H2b), communication (H2c), motivation (H2d), and self-discipline (H2e).

H3 (abcde): Charismatic leadership has a significant and positive impact on the dimensions of individual entrepreneurship perception; planning (H3a), self-confidence (H3b), communication (H3c), motivation (H3d), and self-discipline (H3e)

## **2.2. Leadership Styles and Creativity Performance**

Creativity performance is the outcomes of the efforts on attempts to improve and produce things by novelty (Anderson, Potočnik, & Zhou, 2014). Bosiaok (2013) surveyed 140 leaders and determined that there is a significant correlation between democratic leadership and creativity. Also, in their study on 163 R&D personnel and managers, Gumusluoglu and Ilsev (2009) concluded that the transformational leadership type has a significant impact on creative performance. The transformational leadership type includes all three styles of democratic, managerial and charismatic leadership (Bass, 1985; Elkins & Keller, 2003, p. 597-598). Patel (2017) argued that charismatic leaders think multi-faceted and drive innovation and lead to creativity. In their research, Wu and Lin (2018, p. 647) found that supervisors' LS have a positive impact on employees' creative ideas. The results of another survey conducted on 213 employees (Audenaert & Decrame, 2018) showed that empowered leadership increases creativity. Leaders' motivating language via e-communication or by speaking face to face has a positive impact on creativity performance (Wang et al., 2009; Canbek, 2018). According to Badawy (1986, p. 34), a leader, who supports creativity and allows subordinates remarkable

freedom for their creativity, improves creative performance. These theoretical findings have led to developing hypotheses the following:

H4: Democratic leadership has a significant and positive impact on the creative performance.

H5: Managerial leadership has a significant and positive impact on the creative performance.

H6: Charismatic leadership has a significant and positive impact on the creative performance.

### **2.3. Dimensions of Individual Entrepreneurship Perception and Creativity Performance**

As mentioned above, individual entrepreneurship perception's (IEP) sub-dimensions are planning, self-confidence, communication, motivation and self-discipline.

*Planning* is an important factor as an effective entrepreneurial management and creative performance. Therefore, each entrepreneur has to do a plan for the future activities and to achieve goals of their business (Gholami & Karimi, 2014, p. 74; Hisrich & Ramadani, 2017, p. 19-20). Brinckmann, Grichnik, & Kapsa (2010) investigated 46 studies by means of meta-analysis on the planning–performance relationship and concluded that there is a positive relationship between business planning and performance. Also, Cox (2014, p. 87) argued that there is a positive relationship between entrepreneurial planning and new venture performance outcomes.

*Self-confidence* is defined as the people's beliefs about their capabilities to produce designated levels of performance that exercise influence over events that affect their lives (Bandura, 1994). Shahab, Chengang, Arbizu, & Haider (2019) surveyed 808 student respondents from China and Spain. Their research results showed that there is a positive relationship between entrepreneurial self-efficacy and creativity. Khedhaouria, Guráu, & Torrés (2015) examined impact of entrepreneur's self-efficacy and creativity on firm performance and they found that self-efficacy has a positively impact on firm performance. Another research in India revealed that self-confidence has a significant and positive effect on the innovative skills that directly affects creative performance (Shiva-Prasad, Kamath, Barkur, & Kiefer, 2018).



*Communication* is valuable for the entrepreneurs for knowledge sharing, developing relations, and commercial activities. Communication also improves creativity within enterprise by inspiring new ideas and sharing experiences (Gupta, 2019). Leiva and Brenes-Sanchez (2018) surveyed 356 entrepreneurs in Costa Rica, and concluded that there is a positive relationship between creativity, knowledge sharing and innovation performance.

*Motivation* is defined as “*a driving motive in the heart of a person to perform or achieve particular business goals*” (Machmud & Sidharta, 2016, p. 65). Machmud and Sidharta (2016) studied on 94 entrepreneurs in Bandung, also Aftan and Hanapi (2018), surveyed 300 entrepreneurs in Iraq. They found that entrepreneurial motivation has a significant impact on business performance. Nisula, Olander and Henttonen (2017), in their research on 432 participants, determined that there is a positive and significant relationship between entrepreneurial motivation and expert creativity. Barroso-Tanoira (2017) performed a study with 38 students in a university in the Southeast of Mexico and explored that the motivation have a significant impact on creativity.

*Self-discipline* is defined as “*marshaling one’s willpower to accomplish things that are generally regarded as desirable, and self-control as using that same sort of willpower to prevent oneself from doing what is seen to be undesirable or to delay gratification*” (Kohn, 2008, p. 169). Previous studies have shown that self-discipline has a positive effect on academic performance (Tangney, Baumeister, & Boone, 2004; Duckworth & Seligman, 2005). In a meta-analysis conducted by Haase, Hoff, Hanel, and Innes-Ker (2018), it showed a positive relationship between self-discipline and creativity. Reiter-Palmon, Illies, and Kobe-Cross (2009) did research on 188 university students in the USA and revealed that there is a positive relationship between self-discipline and creative performance.

The following hypotheses were developed to test whether individual entrepreneurial perception sub-dimensions (Planning, self-confidence, communication, motivation, and self-discipline) had an impact on creativity performance.

H7: Planning has a significant and positive impact on the creative performance.

H8: Self-confidence has a significant and positive impact on the creative performance.

H9: Communication has a significant and positive impact on the creative performance.

H10: Motivation has a significant and positive impact on the creative performance.

H11: Self-discipline has a significant and positive impact on the creative performance.

### 3. METHODS

#### 3.1. Sample and Data Collection

The sample of the study consists of entrepreneur candidates who want to start their own business in Artvin in Turkey and have practical entrepreneurship training at courses. The dataset collected in 2019 via a questionnaire which was distributed to 300 trainees and 286 responses returned. Response rate is achieved as 95.3 percent. Of these respondents, 152 (53.1%) were male; 82 (28.7%) high school graduated, 65 (22.7%) also had a Associate degree, and 48 (16.8%) had a Bachelor's degree. Most of the participants (N=192, 67.1%) have no entrepreneurs in their families before. A total of 120 respondents' (42%) monthly income is below 1000 TRY and 122 (42.6%) entrepreneur candidates' monthly income is between 1001-3000 TRY. The average age of 201 (70.3%) respondents in the sample was between 18 and 35 years old, their average working experiences in the professional field was between 1 and 5 years (N=143, 50%).

#### 3.2. Measurement

The scales are ranging from 1 to 5 (1=strongly disagree; 5= strongly agree). The scales were adapted from existing literature.

*Leadership styles* was measured with eleven items adapted from a study by Aykan (2004). Three sub-dimensions of LS are democratic (4 items), managerial (3 items), and charismatic (3 items).

*Individual Entrepreneurship Perception* scale was developed by İncik and Uzun (2012) and it was adapted from them for this study. Seventeen items were used to measure the five types (Planning 6 items, self-confidence 3 items, communication 3 items, motivation 3 items, and self-discipline 2 items) of individual entrepreneurship perception.

*Creative performance* scale was developed with six items by Wang and Netemeyer (2004) and was adapted to measure creative performance of entrepreneurial candidates preparing to start their own businesses.

### 4. ANALYSIS AND FINDINGS

The theoretical model related to the connections between LS and individual entrepreneurship perceptions and creative performance were investigated with validity, reliability, correlation, and regression analyses. Analyses were performed using the partial least



squares (PLS) structural equation model (SEM) with SmartPLS 2.0.M3 software (Ringle et al. 2005). PLS-SEM path models consist of a measurement model and a structural model.

**4.1. Measurement Model**

The measurement model consists of composite reliability and average variance extracted (AVE) to evaluate convergent validity using the Fornell-Larcker criterion (Fornell & Larcker 1981) and enabled cross loadings to detect discriminant validity. Composite reliability values of the constructs values ranging from 0.72 to 0.87 so regarded as satisfactory (Nunnally & Bernstein, 1994; Hair, Hult, Ringle & Sarstedt (2014) and showed that internal consistency was also high. The AVE values are above threshold of 0.50, and ranged from 0.61 to 0.71 (Table 1).

**Table 1.** Results of the Internal Consistency

| Variables | AVE   | Composite Reliability | Cronbach's Alpha | Communality | Redundancy |
|-----------|-------|-----------------------|------------------|-------------|------------|
| DL        | 0,618 | 0,866                 | 0,793            | 0,618       | 0,000      |
| ML        | 0,619 | 0,829                 | 0,690            | 0,619       | 0,000      |
| CL        | 0,638 | 0,841                 | 0,718            | 0,638       | 0,000      |
| PLN       | 0,614 | 0,905                 | 0,874            | 0,614       | 0,079      |
| SC        | 0,634 | 0,839                 | 0,711            | 0,634       | 0,085      |
| COM       | 0,677 | 0,862                 | 0,760            | 0,677       | 0,047      |
| MOT       | 0,618 | 0,829                 | 0,691            | 0,618       | 0,068      |
| SD        | 0,712 | 0,832                 | 0,598            | 0,712       | 0,079      |
| CP        | 0,663 | 0,908                 | 0,872            | 0,663       | 0,158      |

DL: Democratic Leadership, ML: Managerial Leadership, CL: Charismatic Leadership, PLN: Planning, SC: Self-confidence, COM: Communication, MOT: Motivation, SD: Self-discipline, CP: Creativity Performance

The outer loadings of each item were higher than acceptable level 0.70 and outer loadings of each item varied between 0.73 and 0.87. Thus the necessary outer loading level achieved for convergent validity. Outer loading values of the variables are shown in Table 2 in bold figures with cross loading as minimum-maximum values.

**Table 2.** Results of the Cross-Loading Test Checking the Discriminant Validity of Construct

| Variables | DL               | ML               | CL               | PLN              | SC               | COM              | MOT              | SD        | CP        |
|-----------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|-----------|-----------|
| DL        | <b>0,76-0,83</b> | 0,42-0,47        | 0,31-0,37        | 0,45-0,58        | 0,42-0,49        | 0,39-0,44        | 0,35-0,44        | 0,30-0,40 | 0,36-0,45 |
| ML        | 0,39-0,48        | <b>0,74-0,85</b> | 0,25-0,30        | 0,40-0,46        | 0,37-0,45        | 0,31-0,42        | 0,31-0,36        | 0,26-0,29 | 0,33-0,40 |
| CL        | 0,21-0,48        | 0,21-0,33        | <b>0,78-0,82</b> | 0,31-0,42        | 0,34-0,36        | 0,24-0,30        | 0,25-0,36        | 0,27-0,33 | 0,16-0,35 |
| PLN       | 0,44-0,60        | 0,36-0,53        | 0,26-0,40        | <b>0,73-0,84</b> | 0,52-0,66        | 0,51-0,61        | 0,45-0,60        | 0,45-0,58 | 0,52-0,63 |
| SC        | 0,38-0,49        | 0,39-0,47        | 0,32-0,36        | 0,55-0,69        | <b>0,78-0,82</b> | 0,39-0,58        | 0,44-0,59        | 0,37-0,54 | 0,46-0,57 |
| COM       | 0,39-0,46        | 0,36-0,42        | 0,27-0,32        | 0,56-0,61        | 0,48-0,53        | <b>0,76-0,85</b> | 0,53-0,68        | 0,46-0,55 | 0,51-0,64 |
| MOT       | 0,37-0,42        | 0,31-0,34        | 0,29-0,32        | 0,49-0,63        | 0,44-0,59        | 0,54-0,63        | <b>0,76-0,81</b> | 0,44-0,53 | 0,54-0,6  |

|    |           |           |           |           |           |           |           |                  |                  |
|----|-----------|-----------|-----------|-----------|-----------|-----------|-----------|------------------|------------------|
| SD | 0,36-0,37 | 0,25-0,32 | 0,29-0,33 | 0,54-0,57 | 0,42-0,52 | 0,49-0,54 | 0,45-0,58 | <b>0,82-0,87</b> | 0,44-0,54        |
| CP | 0,39-0,49 | 0,32-0,46 | 0,19-0,33 | 0,49-0,64 | 0,42-0,61 | 0,54-0,66 | 0,57-0,63 | 0,38-0,56        | <b>0,75-0,85</b> |

DL: Democratic Leadership, ML: Managerial Leadership, CL: Charismatic Leadership, PLN: Planning, SC: Self-confidence, COM: Communication, MOT: Motivation, SD: Self-discipline, CP: Creativity Performance

To assess discriminant validity, the Fornell-Larcker criterion was used (Fornell & Larcker, 1981) by comparing the square root of the AVE with the correlations between the latent constructs. According to the Fornell-Larcker criterion, the square root of the AVE of each structure should be above the highest correlation among other latent variables. Accordingly, the discriminant validity of the constructs was confirmed (Table 3).

**Table 3.** Latent Variable Correlation Matrix

|     | Mean | SD   | DL*         | ML*         | CL*         | PLN*        | SC*         | COM*        | MOT*        | SD*         | CP*         |
|-----|------|------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| DL  | 4,18 | 0,78 | <b>0,79</b> |             |             |             |             |             |             |             |             |
| ML  | 4,19 | 0,77 | 0,56        | <b>0,79</b> |             |             |             |             |             |             |             |
| CL  | 3,72 | 0,89 | 0,42        | 0,36        | <b>0,80</b> |             |             |             |             |             |             |
| PLN | 4,44 | 0,66 | 0,66        | 0,54        | 0,45        | <b>0,78</b> |             |             |             |             |             |
| SC  | 4,32 | 0,69 | 0,56        | 0,54        | 0,44        | 0,77        | <b>0,80</b> |             |             |             |             |
| COM | 4,48 | 0,65 | 0,53        | 0,47        | 0,35        | 0,71        | 0,62        | <b>0,82</b> |             |             |             |
| MOT | 4,39 | 0,68 | 0,51        | 0,42        | 0,39        | 0,69        | 0,64        | 0,74        | <b>0,79</b> |             |             |
| SD  | 4,06 | 0,73 | 0,43        | 0,34        | 0,37        | 0,66        | 0,57        | 0,61        | 0,62        | <b>0,84</b> |             |
| CP  | 4,47 | 0,64 | 0,71        | 0,73        | 0,72        | 0,66        | 0,59        | 0,32        | 0,53        | 0,47        | <b>0,81</b> |

DL: Democratic Leadership, ML: Managerial Leadership, CL: Charismatic Leadership, PLN: Planning, SC: Self-confidence, COM: Communication, MOT: Motivation, SD: Self-discipline, CP: Creativity Performance.

\*The bold elements are the square roots of AVE.

#### 4.2. Structural Model

The structural model is known as the inner model in PLS-SEM and describes the relationships between latent variables and examines predictive capabilities of the research model. The empirical *t* values and path coefficients were presented in Table 4. In order to test whether the constructs are statistically significant, the threshold value of *t* was accepted as 1.96 and above ( $p < .005$ ) for two-tailed tests (Hair et al., 2014). Each set of predictors in the structural model was examined for collinearity. The coefficient of determination ( $R^2$ ), is a measure of the model's predictive accuracy, and structural model path coefficients ( $\beta$ ) values assessed by means of PLS Bootstrapping procedure in this study. The path coefficients represent hypothesized relationships and coefficient of determination displays the exogenous latent variables' combined effects on the endogenous latent variable (Hair et al., 2014, p. 173).

The results indicated that democratic leadership has a significant and positive impact on the dimensions of individual entrepreneurship perception; planning (H1a:  $\beta = .455$ ;  $p < .001$ ),

self-confidence (H1b:  $\beta = .304$ ;  $p < .001$ ), communication (H1c:  $\beta = .345$ ;  $p < .001$ ), motivation (H1d:  $\beta = .342$ ;  $p < .001$ ), and self-discipline (H1e:  $\beta = .304$ ;  $p < .001$ ). At the same time it was determined that managerial leadership has a significant and positive impact on the dimensions of individual entrepreneurship perception; planning (H2a:  $\beta = .226$ ;  $p < .001$ ), self-confidence (H2b:  $\beta = .300$ ;  $p < .001$ ), communication (H2c:  $\beta = .232$ ;  $p < .001$ ), motivation (H2d:  $\beta = .161$ ;  $p < .001$ ), whereas it showed that there is not significant relationship between self-discipline (H2e:  $\beta = .101$ ;  $p > .05$ ). Similarly, charismatic leadership has a significant and positive impact on all the dimensions of individual entrepreneurship perception; planning (H3a:  $\beta = .178$ ;  $p < .001$ ), self-confidence (H3b:  $\beta = .200$ ;  $p < .001$ ), communication (H3c:  $\beta = .120$ ;  $p = .013$ ), motivation (H3d:  $\beta = .186$ ;  $p < .001$ ), and self-discipline (H3e:  $\beta = .211$ ;  $p < .001$ ).

The results also showed that three dimensions of individual entrepreneurship perception; planning (H7:  $\beta = .225$ ;  $p < .001$ ), communication (H9:  $\beta = .195$ ;  $p = .013$ ), and motivation (H10:  $\beta = .302$ ;  $p < .001$ ), had a positive and significant impact on creative performance. However, self-confidence (H8:  $\beta = .117$ ;  $p > .05$ ) self-discipline (H11:  $\beta = .061$ ;  $p > .05$ ) did not have a significant impact on creative performance. Moreover, the results of the research revealed that none of the LSs. (Democratic=H4:  $\beta = .117$ ;  $p > .05$ ; Managerial=H5:  $\beta = .057$ ;  $p > .05$ ; Charismatic=H6:  $\beta = -.072$ ;  $p > .05$ ) had a significant effect on creative performance.

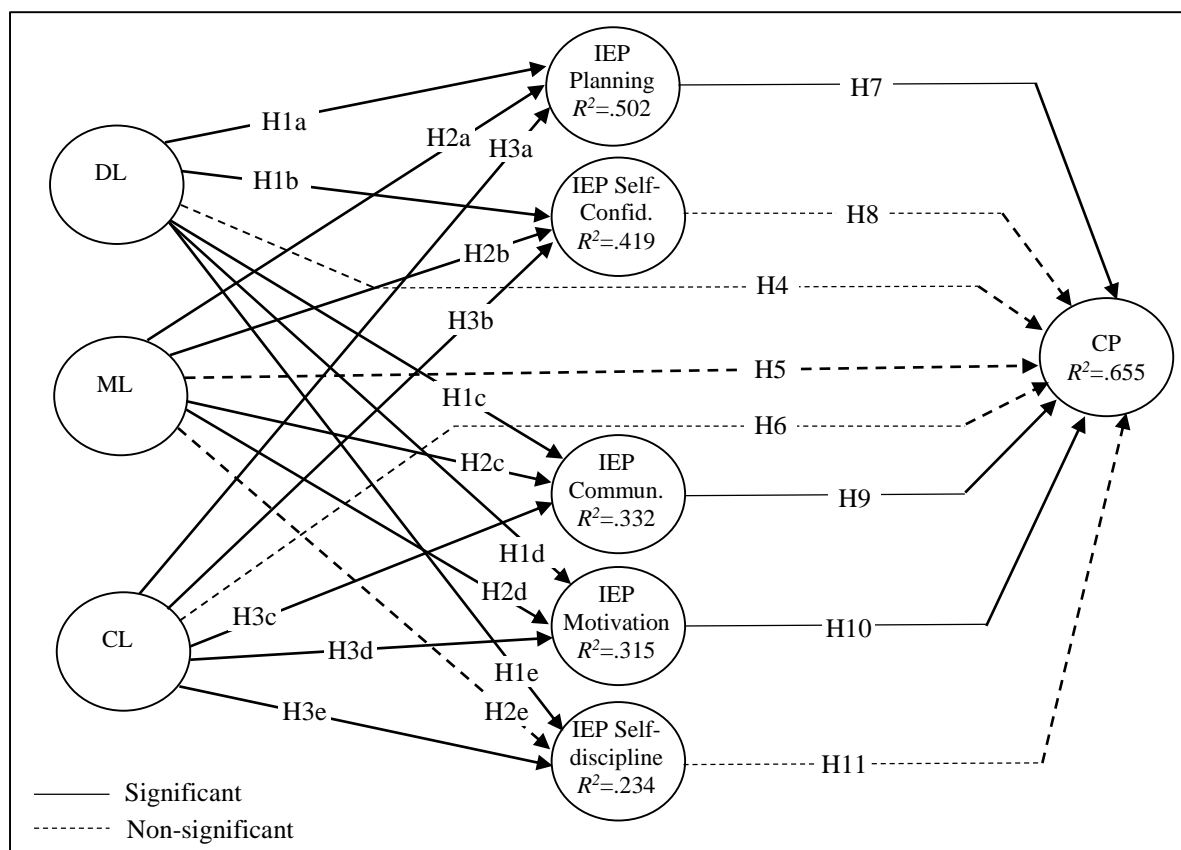


Figure 1. Research Model

Analyses results revealed that two LS (democratic and charismatic) explained the planning (50.2%;  $R^2 = .502$ ), self-confidence (41.9%;  $R^2 = .419$ ), communication (33.2%;  $R^2 = .332$ ), motivation (31.5%;  $R^2 = .319$ ) and self-discipline (23.4;  $R^2 = .234$ ) as variances. Finally, the constructs dimensions of individual entrepreneurship perception (planning, self-confidence, communication, motivation and self-discipline) together explained 65.5% of the variance in the last dependent construct creative performance ( $R^2 = .655$ ). The results of the structural path model are illustrated in Figure 1 and shown in Table 4.

Table 4. Structural Model Results (Path Coefficient and *t*-values)

| Hypothetical Path                            | Path Coeff. ( $\beta$ ) | <i>t</i> -Values | Collinearity Statistics |      | Result    |
|--|-------------------------|------------------|-------------------------|------|-----------|
|  |                         |                  | Tolerance               | VIF  |           |
| H1a: Democratic leadership → Planning        | .455***                 | 8.325            | .57                     | 1.76 | Supported |
| H1b: Democratic leadership → Self-confidence | .304***                 | 4.630            | .69                     | 1.45 | Supported |
| H1c: Democratic leadership → Communication   | .345***                 | 4.984            | .72                     | 1.38 | Supported |
| H1d: Democratic leadership → Motivation      | .342***                 | 4.698            | .74                     | 1.35 | Supported |
| H1e: Democratic leadership → Self-discipline | .279***                 | 3.588            | .82                     | 1.23 | Supported |

|   |                     |       |     |      |               |
|---|---------------------|-------|-----|------|---------------|
| H2a: Managerial leadership → Planning             | .226***             | 3.969 | .70 | 1.43 | Supported     |
| H2b: Managerial leadership → Self-confidence      | .300***             | 4.245 | .71 | 1.42 | Supported     |
| H2c: Managerial leadership → Communication        | .232***             | 3.498 | .78 | 1.28 | Supported     |
| H2d: Managerial leadership → Motivation           | .161**              | 2.511 | .83 | 1.21 | Supported     |
| H2e: Managerial leadership → Self-discipline      | .109 <sup>NS</sup>  | 1.561 | .88 | 1.13 | Not supported |
| H3a: Charismatic leadership → Planning            | .178***             | 3.589 | .80 | 1.26 | Supported     |
| H3b: Charismatic leadership → Self-confidence     | .200***             | 3.641 | .81 | 1.24 | Supported     |
| H3c: Charismatic leadership → Communication       | .120*               | 2.221 | .88 | 1.14 | Supported     |
| H3d: Charismatic leadership → Motivation          | .186**              | 3.077 | .85 | 1.18 | Supported     |
| H3e: Charismatic leadership → Self-discipline     | .211***             | 3.474 | .86 | 1.16 | Supported     |
| H4: Democratic leadership → Creative performance  | .033 <sup>NS</sup>  | 0.506 | .71 | 1.40 | Not supported |
| H5: Managerial leadership → Creative performance  | .057 <sup>NS</sup>  | 1.234 | .77 | 1.30 | Not supported |
| H6: Charismatic leadership → Creative performance | -.072 <sup>NS</sup> | 1.713 | .89 | 1.12 | Not supported |
| H7: Planning → Creative performance               | .225**              | 2.585 | .50 | 2.02 | Supported     |
| H8: Self-confidence → Creative performance        | .117 <sup>NS</sup>  | 1.877 | .56 | 1.79 | Not supported |
| H9: Communication → Creative performance          | .195***             | 3.571 | .50 | 2.02 | Supported     |
| H10: Motivation → Creative performance            | .302***             | 5.194 | .51 | 1.96 | Supported     |
| H11: Self-discipline → Creative performance       | .061 <sup>NS</sup>  | 1.005 | .65 | 1.55 | Not supported |

\*\*\* $p < .001$ ; \*\* $p < 0,01$ ; \* $p < 0,05$  two-tailed; <sup>NS</sup> Non-significant.

As presented in Table 4, democratic leadership had the highest path coefficient of 0.455, which indicates that it shared a high value of variance and large effect with respect to planning dimension among hypothetical paths. Also, variables in the models have tolerance values bigger than 0.20 and VIF values less than 10 and so there is no multicollinearity between the variables in the model.

## 5. DISCUSSION

This study has made significant contributions to the literature. In this study, a research was conducted to determine whether LSs (democratic, managerial and charismatic) have an impact on individual entrepreneurship perception and creative performance. The impact of individual entrepreneurship perception on creative performance was also examined. This research sample is entrepreneurs in Artvin, Turkey. The results in Table 4 indicate that eleven

hypothetical paths (H1a, H1b, H1c, H1d, H1e, H2a, H2b, H2c, H2d, H3a, H3b, H3c, H3d, H3e, H7, H9, and H10) set up in the conceptual model were significant while the six hypothesis were not significant (H2e, H4, H5, H6, H8, and H11). Three LSs predicted the dimensions of individual entrepreneurship perception at different levels. Creative performance, the last independent variable in the model, is explained by dimensions of individual entrepreneurship perception. Thus, the research model was significant and explained 65.5% of the variance in the dependent variable ( $R^2 = .655$ ).

Firstly, the results support which hypothesizes that democratic leadership, managerial leaderships, and charismatic leadership affect planning (H1a, H2a, and H3a), self confidence (H1b, H2b, and H3b), communication (H1c, H2c, and H3c), and motivation (H1d, H2d, and H3d). Previous studies (Knoping & Moerer, 2008; Darling et al., 2007; Hemmen et al., 2013) have indicated conclusions confirming the results of this study. On the other hand, while democratic and charismatic LSs have a positive and significant impact on self-discipline, managerial leadership has no significant effect. The result of these hypotheses presented a new approach to the contribution of democratic, managerial, and charismatic leaderships to the understanding of planning in entrepreneurship. As Dwight D. Eisenhower, a former USA President, said “the plans are worthless, but planning is everything” (Eisenhower, 1957). It is not a good idea to follow a once-made plan under ever-changing conditions, but it is vital for the enterprise to have a plan that can be continually updated to progress decisively and accurately in entrepreneurial activities (Contreras, Ceberio, & Kreinovich, 2017). Also, self-confidence, communication, and motivation dimensions are very important factor for entrepreneurs. Self confidence and motivation are the main skills to believe in their abilities for entrepreneurs, and makes it easy for the entrepreneur to make difficult decisions for success. Communication is important for motivating high venture performance (Baum & Locke, 2004). These results revealed that democratic, managerial, and charismatic leaders can be successful in entrepreneurship.

Second, this study revealed that democratic, managerial, and charismatic LSs have not statistically significant impact on creative performance in this study. Therefore, H4, H5, and H6 hypotheses were not supported. Thus the results of this study are dissimilar to the findings of existing studies (Badawy, 1986; Gumusluoglu & Ilsev, 2009; Bosiaok, 2013; Patel, 2017; Wu & Lin, 2018; Audenaert & Decrame, 2018). The previous studies investigating the effect of leadership on creativity are not composed of entrepreneurs while the sample of this study is composed of entrepreneurs and it can be explained as follows: Entrepreneurs don't like work

under the guidance of another leader since they already leaders and thus they cannot perform a creativity.

Finally, the results from this empirical investigation revealed that three dimensions of individual entrepreneurship perception have a significant and positive impact on creativity performance and supported the hypotheses H7, H9, and H10. However, hypotheses H8 and H11, which assert that self-confidence and self-discipline have a significant effect on creative performance, were rejected. The findings of this research are consistent with the recent work in the literature about planning (Khedhaouria, Guráú, & Torrés, 2015; Shahab et al., 2019), communication (Gupta, 2019; Leiva & Brenes-Sanchez, 2018; Nisula et al., 2017; Barroso-Tanoira, 2017) and about motivation (Nisula, Olander & Henttonen, 2017; Barroso-Tanoira, 2017). Planning, communication and motivation are vital factors in entrepreneurship and all entrepreneurs should have these personal characteristics.

Interestingly, in former studies, self-confidence (Shiva-Prasad et al., 2018; Shahabet et al., 2019) and self-discipline (Reiter-Palmon et al., 2009), had a positive and significant impact on creative performance, while relevant variables did not show the same effect in this study. This result can be explained by the fact that the participants of this study had insufficient or too much in terms of self-confidence and self-discipline. This can be interpreted as self-confidence and self-discipline entrepreneurs do not have any concerns about creative performance because they believe they will always be successful. However, having excessive self-confidence may cause for the entrepreneur to take uncontrollable risk and also overmuch self-disciplined entrepreneurs may be discouraged themselves by self-limiting. Self-confidence and self-discipline for the entrepreneur is like a drug. There should be neither more nor less than the required dose. Only in this way they can make very useful contributions. Self-confidence and self-discipline are the main elements to success in entrepreneurship and to cope with hard times. They also give them the power to continue their decisions with determination.

## **6. CONCLUSION**

This study aimed to determine whether there is an impact of democratic leadership, managerial leadership and charismatic LSs on the individual entrepreneurship perception and their impact on creative performance. A relational model was designed related to LSs aforesaid by considering the researches in the literature related to leadership, entrepreneurship, and creative performance.



Although the LSs examined in this study (democratic, managerial, and charismatic leaderships) do not have a significant effect on creative performance, they have a significant and positive effect on all dimensions of individual entrepreneurship perception except managerial LS and self-discipline relationship. On the other hand, it was determined that three out of five dimensions of individual entrepreneurship perception (planning, communication, and motivation) have a significant and positive impact on creative performance. However, the other two dimensions of individual entrepreneurship perception, self-confidence and self-discipline have no significant effect on creative performance.

It is recommended that entrepreneurs with leading character exhibit approaches to improve creative performance. Also entrepreneurs are advised to place importance on planning, communication and motivation in their activities.

There are some limitations in this study that need to be explained for evaluating the results in a truthful way. The first limitation is that the accuracy of the data obtained within the scope of the research depends on the respondents' best reflecting reality and findings cannot be generalized to the other cases. Therefore, different data collection methods and relatively big sample should be used in future research. Secondly, future studies may also include other dimensions of LSs and explore the impacts of these dimensions on Individual Entrepreneurship Perception and Creative Performance.

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